

2015 BUDGET SUBCOMMITTEE QUESTIONS

Iowa Department of Human Rights

PROGRAM PERFORMANCE

- a. Do you have defined outcomes or measurements for your program(s)? What are they and are these measures listed somewhere so the public can see them?

The Department of Human Rights (DHR) provides both its strategic and performance plan on the Department of Management's web site. This can be found at:

http://www.dom.state.ia.us/planning_performance/plans_reports/plans.html

- b. What data is available to show Iowans that your program(s) are an effective investment of taxpayer dollars? Where can Iowans find this data?

DHR performance results can be found at:

http://www.dom.state.ia.us/planning_performance/plans_reports/reports.html

http://www.resultsiowa.org/departments_performance.html

- c. Can you provide the committee with performance data for your programs over the last 5 or 10 years?

Performance data from FY11 to FY14 is available at:

http://www.dom.state.ia.us/planning_performance/plans_reports/reports.html

PROGRAM EFFICIENCY

- a. Have you examined what other states are doing to improve performance and reduce costs?

Throughout DHR, we strive to be a national leader in both program design and ultimate results. We are active with state, regional and national organizations and associations whose primary purpose is to share information, promote best practices and provide training to states. For example:

- Division of Community Action Agencies' (DCAA) staff serve on a variety of state and national committees, work groups and advisory councils to assist in program design and improvement, outcomes measurement and evidence based practices.
- DHR's DCAA currently administers programs at some of the lowest administrative costs among all states, with rates generally ranging from 0-5%.
- The Division of Criminal and Juvenile Justice Programs is connected with federal agencies, national networks and technical assistance entities, allowing us to benchmark against other states and share information on performance improvement.
- The Friends of the Iowa Commission on the Status of Women provides for membership, and DHR staff member's active participation in, the National Association of Commissions

for Women (NACW), a national organization that supports city, county and state commissions throughout the U.S.

- b. Can you share with the committee what other states are doing? Which of these ideas are you considering for implementation here in Iowa? Are there websites or organizations we could go to obtain more information on what other states' programs are doing to provide more efficient services?

Following are a few examples of how DHR is leading the implementation of improved program delivery, is considering new programs, or is benchmarking against other states to enhance services for Iowans:

- The Iowa Community Services Block Grant (CSBG) program is part of a working group of several states and local agencies assisting the U.S. Department of Health and Human Services Center of Excellence in developing new comprehensive organizational standards for CSBG grantees (in Iowa, this is the Community Action Agencies). The initiative is designed to build a high performing and accountable community action network in Iowa and across the country. Iowa served as a pilot state to implement standards that include fiscal, human resources, board governance, strategic planning, community engagement, and other key organizational performance categories. We will begin full implementation in October, 2015.
- We have compared other states' policies and procedures for the Weatherization program to establish better methods of program delivery, including monitoring tools and strategies, and technical work standards. After reviewing other states' processes, we redesigned Weatherization program monitoring tools to streamline our process.
- Iowa has implemented new family self-sufficiency measurement strategies and tools based on similar tools implemented in Arizona, Missouri and several other states. We are also currently reviewing other states' outcome measures for application to the Family Development and Self Sufficiency program (FaDSS).
- We have worked collaboratively with other states and US Department of Health and Human Services to develop new performance measures for Low Income Home Energy Assistance Program (LIHEAP) related to home energy burden and continuity of home energy service. Iowa is implementing these new measures beginning this year.
- We have learned about Social Impact Bonds (SIB). These bonds are innovative financing tools for social programs where private investors pay the upfront costs for providing social services, and government agencies repay the investors with a return—if and only if a third-party evaluator determines that the services achieve agreed-upon outcomes. While we are not immediately considering this as an option here, it is a topic of discussion around the country.

- We are working to implement Performance Partnership Pilots (P3). This pilot project, if successful, will provide flexibility to organizations that have received federal funding, but in the past, were unable to “co-mingle” funds to achieve a common outcome. DHR is working as part of the Iowa Collaboration for Youth Development Council (ICYD), a coalition of state agencies and other organizations, to apply to become a pilot. The goal is to remove some of the barriers to effectively serving disconnected youth, including youth who are low income and either homeless, in foster care, involved in the juvenile justice system, unemployed, or not enrolled in or at risk of dropping out of an educational institution. Pilot organizations will be able to seek waivers of specific federal program requirements that hamper effective services for youth. These pilots will help to unleash innovative partnerships across local governments, non-profits, businesses and other sectors that would have been impossible or convoluted under existing requirements.
- As we examine how to improve the juvenile justice system, we are actively examining options to improve reentry for juveniles transitioning from the justice system. These youth typically face a host of barriers to their reentry into the community, and juvenile justice systems can play a key role in helping to guide and support their successful transition, reduce recidivism, and promote long-term positive youth outcomes. We are working with state and local policymakers, juvenile corrections and other agencies, and service providers to apply the research on “what works” to improve reentry outcomes for youth in the juvenile justice system.

Additional information can also be found at:

International Association of Official Human Rights Agencies: <http://www.iaohra.org/>

Weatherization Assistance Program and CSBG: <http://www.nascsp.org> and <http://www.acf.hhs.gov/programs/ocs>

Social Impact Bonds:

<http://payforsuccess.com/resources/denver-colorado-release-requests-information>
<http://hks-siblab.org/>

Performance Partnership Pilots:

<http://findyouthinfo.gov/youth-topics/reconnecting-youth/performance-partnership-pilots>

Juvenile Justice Reentry: <http://csgjusticecenter.org/>

- c. Do you have an email address or a comment section on your website where Iowans can suggest improvements to your program or agency?

On the DHR web site, visitors can use the “May We Help You?” button to easily communicate with the Department about any issue: <http://www.humanrights.iowa.gov/help.html>.

Submissions from the web site are monitored daily and answered quickly, often within the same day.

The Department is also participating in the Office of the Chief Communication Officer's initiative to redesign state agency web sites. DHR has a tentative target of June 30, 2015 for an improved web site for our customers.

PROGRAM DUPLICATION

- a. Are there any other programs that are providing the same or similar services?

No. DHR's strategic direction is grounded in the belief that building local capacity and integrating the work of strategic partners will multiply our impact and accelerate the achievement of our mission. In the last few years, we have shifted our emphasis from direct, individual client service to building capacity and solving significant, systemic issues. In doing so, we have made a conscious decision to avoid duplicating the work of other programs or agencies; rather, we connect underrepresented lowans to the programs and services that already exist.

- b. Is there a reason why we need more than one program providing the same or similar service?

Not applicable.

- c. Have you had any discussions with the other agencies or programs to find ways to maximize the use of the taxpayer's dollars?

Yes. This is a consistent and regular part of our work across state government, in federal government and with local organizations.

- d. Are there any laws or administrative rules that would limit your ability to work with the other programs or departments?

No.

- e. Are there any laws or administrative rules that could be changed to make your program or agency work better?
- The quorum requirement for our Commissions and Boards is inconsistent. The Iowa Code language provides for a quorum to be a majority of the appointed members for some Commissions; others require quorum to be a majority of the allowable membership. Because some Commissions are quite small, one or two vacancies on a Commission can mean that all Commission members must be present for quorum if the baseline is all allowable membership. This can greatly impede the work of the Commissions.

- Combining the duties of the Sex Offender Research Council (SORC), Iowa Code 216A.139, with the Public Safety Advisory Board (PSAB), Iowa Code 216A.133A, and eliminate the SORC will allow for the work to continue, but would make the administration significantly more efficient. PSAB's membership can be expanded to include the required members of the SORC who are not currently represented on PSAB.

OTHER

- a. Would it be a burden to your agency to ask that your presentations be delivered to the Legislative Services Agency 48 hours in advance of your appearance before the committee?
- b. If you are required to reduce your budget by 1%, 5%, or 10%, where would you suggest we focus our attention?

Any budget reduction would require the elimination of services for one or more of the state's underrepresented populations. DHR does not suggest the elimination of services for any of the populations we serve. Following is the dollar amount associated the percentage reduction and examples of what that reduction would eliminate in services and staffing:

1% budget reduction is \$10,280. This reduction is roughly equal to the funding for the Iowa Youth Congress (IYC). The IYC helps high school students develop leadership skills and practice civic engagement. Students who are 15—18 years old learn about public speaking, community relations, and problem solving skills. IYC participants meet to formulate position statements about pressing issues for youth. In October each year, IYC holds a three-day mock legislative session where position statements are presented to Iowa legislators for consideration as bills.

5% budget reduction is \$51,404. This reduction is roughly equal to the funds for one third of the staff positions (.5 FTE) from the Office of Deaf Services/Hard of Hearing, eliminating the services specific to the hard of hearing in our state.

10% budget reduction is \$102,808. This reduction is roughly equal to the funds for 1.25 FTEs of the 10 FTEs serving the various Offices of the Division of Community Advocacy and Services. It would eliminate positions serving offices, such as the Office of Native Americans, Office on the Status of African Americans, Office of Asian and Pacific Islander Affairs, Office of Latino Affairs, Office of Deaf Services, Office of Persons with Disabilities, or Office on the Status of Women.